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**PERCEIVED ORGANIZATIONAL CULTURE, PERCEIVED
ORGANIZATIONAL SUPPORT AND SELF-EFFICACY ON WORK
ENGAGEMENT AMONG ACADEMIC STAFF IN UNIVERSITI UTARA
MALAYSIA**

BY



EAIRWEEN ANAK GAYAN



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business, Universiti Utara
Malaysia,
in Partial Fulfilment of the Requirement of the Master of Science
(Management)



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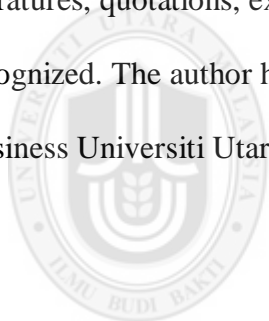
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ABSTRACT

The purpose of this study is to examine the effect of perceived organizational culture, perceived organizational support, and self-efficacy on work engagement among academic staff in the College of Business (COB), Universiti Utara Malaysia (UUM). A cross-sectional research design has been used in this study to integrate literature review and survey questionnaire as a major procedure to gather the data. Data was collected through self-administered questionnaires distributed to 230 academic staff in the COB with only 203 questionnaires returned that were used further analysis using SPSS version 22.0 software. The findings of this study revealed that perceived organizational culture, perceived organizational support, and self-efficacy have positively significant effects on work engagement. The results found that perceived organizational culture to be the most significant variable influencing work engagement among academic staff in the COB, UUM.

Keyword: Perceived organizational culture, perceived organizational support, self-efficacy, work engagement

ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan persepsi budaya organisasi, persepsi sokongan organisasi dan keyakinan diri terhadap keterlibatan kerja di kalangan staf akademik di Kolej Perniagaan, (COB), Universiti Utara Malaysia. Kajian keratan rentas telah digunakan dalam kajian ini untuk mengintegrasikan sorotan kajian dan tinjauan soal selidik sebagai prosedur utama untuk mengumpul data. Sebanyak 230 soal selidik telah diedarkan kepada staf akademik di COB, dan hanya 203 soal selidik dikembalikan untuk analisis selanjutnya dan sah untuk di analisis dengan menggunakan perisian SPSS versi 22.0. Hasil kajian ini telah menunjukkan bahawa persepsi budaya organisasi, persepsi sokongan organisasi dan keyakinan diri mempengaruhi keterlibatan kerja. Keputusan kajian juga menunjukkan persepsi budaya organisasi pembolehubah yang paling signifikan mempengaruhi keterlibatan kerja di kalangan staf akademik di COB, Universiti Utara Malaysia.

Kata kunci: Persepsi budaya organisasi, persepsi sokongan organisasi, keyakinan diri, keterlibatan kerja

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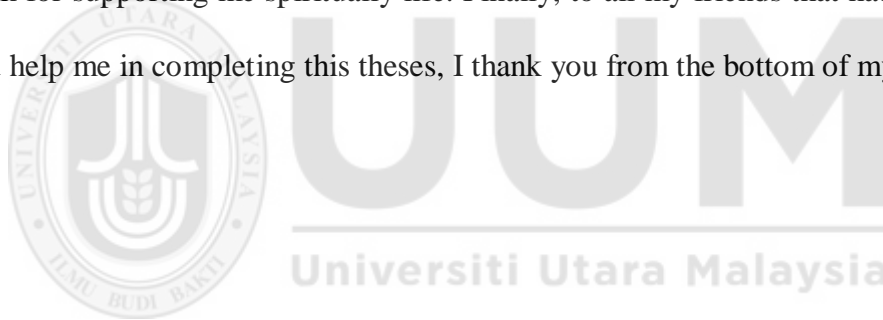


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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter comprises of background of the study, problem statement, research question, research objective, scope and limitation of study, significance of the study and organization of the chapter in the thesis.

1.1 Background of Study

There is a rapid growth of interest among organizations and academics on the topic of work engagement (Guest, 2014). Employee engagement is very important since organizations have become more demanding from their workers compared to previously (Sahoo & Mishra, 2012). To be highly competitive in a rapidly changing workforce and tumultuous economic environment, organizations need to hire employees who are proactive and can give commitment to increase their performance to a high standard (Chughtai & Buckley, 2011).

It is essential for organizations to have a better workforce in order to be more competitive and to increase their market growth. Engaging with employees will help the organizations to achieve their goals (Schaufeli, 2013). Albrecht (2012) mentioned that there are many elements needed to be focused on such as the arrangement of employment-level assets (profession advancement, chief help, self-governance and part lucidity), hierarchical-centered assets (a culture of decency and support) and group-centered assets (group atmosphere) that play a vital role to get greater results

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APPENDIX A: Questionnaire



THE EFFECT OF PERCEIVED ORGANIZATIONAL CULTURE, PERCEIVED ORGANIZATIONAL SUPPORT AND SELF-EFFICACY ON WORK ENGAGEMENT AMONG ACADEMIC STAFF IN UNIVERSITY UTARA MALAYSIA.

Dear Respondents,

I am seeking your cooperation by responding to the attached survey on Work Engagement among academic staff. This survey is part of university requirement in order to complete my Master study. First of all, I would like to thank you for your participation. The objective of this study is to examine the effect of perceived organizational culture, perceived organizational support and self-efficacy on work engagement among academic staff in University Utara Malaysia.

I would be very grateful and appreciate if you could spare your time to complete this questionnaire. This questionnaire comprised of 5 sections. Section A contains question regarding personal background, Section B is on Work Engagement, Section C about Perceived Organizational Support, Section D related with Perceived Organizational Support and Section E covers Self-efficacy.

Your responses will be highly confidential and the responses will only be used for research purpose. Your participation represents a valuable contribution to research, and I thank you again for your cooperation.

Yours Sincerely,

Eairween Anak Gayan

Master in Human Resource Management

University Utara Malaysia

Tel: 011-15338162

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Section A: Personal Background

Instruction: The questions below are concerning yourself and your employment information. Please answer each question by filling in the required information or tick (✓).

1. Gender

Male () Female ()

2. Age

20 – 25 years old () 36 – 40 years old ()

26 – 30 years old () Above 40 years old ()

31 – 30 years old ()

3. Marital Status

Single () Married ()

4. Position Level in University

Lecturer () Senior Lecturer ()

Associate Professor () Professor ()

5. Division of School

School of Accountancy ()

School of Business Management ()

School of Technology Management and Logistic ()

School of Economic, Finance and Banking ()

Islamic Business School

6. Length of services in University

Less than 1 year () 1 – 4 years ()

5 -9 years () More than 10 years ()

7. Ethnic Background

Malay ()

Chinese ()

Indian ()

Others: Please specify _____

Section B: Work Engagement

Instruction: For each statement circle () the number that reflects that response that best describes your work engagement according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

No.	Work Engagement				
1	At work I have the opportunity to do what I do best every day.	1	2	3	4 5
2	I know what is expected of me at work.	1	2	3	4 5
3	University seems to care about me as an academic staff.	1	2	3	4 5
4	The University encourages my development.	1	2	3	4 5
5	At work, my opinions seem to count.	1	2	3	4 5
6	I have had opportunities at work to learn.	1	2	3	4 5
7	My associates or fellow colleague are committed to doing quality work.	1	2	3	4 5
8	The University has talked to me about my progress.	1	2	3	4 5
9	I have the materials I need to do my work right.	1	2	3	4 5

Section C: Perceived Organizational Culture

Instruction: For each statement circle () the number that reflects that response that best describes your perceived organization culture according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

No.	Involvement	
1	Academic staff given opportunity in giving various ideas and suggestions.	1 2 3 4 5
2	University organization culture encourages staff involvement in doing their work.	1 2 3 4 5
3	University organization culture unite academic staff to work further effectively.	1 2 3 4 5
	Communication	
4	University goals are clearly communicated to the academic staff.	1 2 3 4 5
5	There is effective communication between academic staff and University management.	1 2 3 4 5
6	University strives to help academic staff regarding their duties.	1 2 3 4 5
	Learning	
7	There is knowledge sharing among academic staff.	1 2 3 4 5
8	The university environment encourages skills development among academic staff.	1 2 3 4 5
9	The University management invest largely into knowledge and skill acquisition of academic staff.	1 2 3 4 5

Section D: Perceived Organizational Support

Instruction: For each statement circle () the number that reflects that response that best describes your perceived organizational support according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

No.	Perceived Organizational Support				
1	The University values my contribution to its well-being.	1	2	3	4 5
2	The University strongly considers my goals and values.	1	2	3	4 5
3	The University really care about my well-being.	1	2	3	4 5
4	The University is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4 5
5	The University tries to make my jobs as interesting as possible.	1	2	3	4 5
6	The University take pride in my accomplishments at work.	1	2	3	4 5
7	The University shows much concern for me.	1	2	3	4 5
8	The University cares about my opinions.	1	2	3	4 5

Section E: Self-Efficacy

Instruction: For each statement circle () the number that reflects that response that best describes your self-efficacy according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

No.	Self-Efficacy					
1	I will be able to achieve most of the goals that I have set for myself.	1	2	3	4	5
2	When facing difficult tasks, I am certain that I will accomplish them.	1	2	3	4	5
3	In general, I think that I can obtain outcomes that are important to me.	1	2	3	4	5
4	I believe I can succeed at most any endeavour to which I set my mind.	1	2	3	4	5
5	I will be able to successfully overcome many challenges.	1	2	3	4	5
6	I am confident that I can perform effectively on many different tasks.	1	2	3	4	5
7	Compared to other people, I can do most tasks very well.	1	2	3	4	5
8	Even when things are tough, I can perform quite well	1	2	3	4	5

APPENDIX B: SPSS OUTPUT

Gender of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	72	35.5	35.5	35.5
	Female	131	64.5	64.5	100.0
	Total	203	100.0	100.0	

Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-35 years old	4	2.0	2.0	2.0
	36-40 years old	27	13.3	13.3	15.3
	41-45 years old	70	34.5	34.5	49.8
	Above 46 years old	102	50.2	50.2	100.0
	Total	203	100.0	100.0	

Marital Status of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	21	10.3	10.3	10.3
	Married	182	89.7	89.7	100.0
	Total	203	100.0	100.0	

Position Level in University of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecturer	40	19.7	19.7	19.7
	Senior Lecturer	119	58.6	58.6	78.3
	Associate Professor	42	20.7	20.7	99.0
	Professor	2	1.0	1.0	100.0
	Total	203	100.0	100.0	

Division of School Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School of Accountancy	53	26.1	26.1	26.1
	Islamic Business School	21	10.3	10.3	58.6
	School of Technology Management and Logistic	21	10.3	10.3	58.6
	School of Economic, Finance and Banking	55	27.1	27.1	73.9
	School of Business Management	53	26.1	26.1	100.0
	Total	203	100.0	100.0	

Length of Services in University of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4 years	2	1.0	1.0	1.0
	5-9 years	31	15.3	15.3	16.3
	More than 10 years	170	83.7	83.7	100.0
	Total	203	100.0	100.0	

Ethnic Background of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	188	92.6	92.6	92.6
	Chinese	10	4.9	4.9	97.5
	Indian	5	2.5	2.5	100.0
	Total	203	100.0	100.0	

Correlations

		WE	POC	POS	SE
WE	Pearson Correlation	1	.559**	.349**	.210**
	Sig. (2-tailed)		.000	.000	.003
	N	203	203	203	203
POC	Pearson Correlation	.559**	1	.275**	.179*
	Sig. (2-tailed)	.000		.000	.011
	N	203	203	203	203
POS	Pearson Correlation	.349**	.275**	1	.044
	Sig. (2-tailed)	.000	.000		.529
	N	203	203	203	203
SE	Pearson Correlation	.210**	.179*	.044	1
	Sig. (2-tailed)	.003	.011	.529	
	N	203	203	203	203

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	.367	.357	.32415

a. Predictors: (Constant), SE, POS, POC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.364	.279		4.895	.000
	POC	.393	.049	.480	8.056	.000
	POS	.160	.044	.213	3.622	.000
	SE	.096	.048	.115	2.004	.046

a. Dependent Variable: WE

APPENDIX C:

ACADEMIC STAFFS IN COB

Bilangan Staff Akademik Berkhidmat

Jawatan Akademik	Profesor			Profesor Madya			Pensyarah Kanan			Pensyarah		Felo Universiti		Tutor			
Gred	VK6	VK7	Total	DS53	DS54	Total	DS51	DS52	Total	DS45	Total	SKU	Total	DA 41	Total	SKU	Total
Pusat Pengajian																	
SBM	1	9	10	2	24	26	33	32	65	16	16			15	15	1	1
TISSA		6	6		18	18	11	54	65	12	12			6	6		
IBS		3	3	1	6	7	12	14	26	9	9			11	11		
STML		3	3		14	14	21	22	43	9	9			11	11		
SEFB		6	6		22	22	18	41	59	29	29	1	1	14	14		
Total	1	27	28	3	84	87	95	163	258	75	75	1	1	57	57	1	1

Universiti Utara Malaysia

APPENDIX D: KRIEJCIE AND MORGAN (1970) SAMPLING TABLE

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krijcie & Morgan, 1970</i>				